2020 Census
Program Management Review

WBS 1.109 - Performance Measurement and Management
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Project Description:

- Performance Measurement and Management is defined as follows:

  - **Performance Measurement**

    - Collection of data on the day-to-day activities of individual project areas and the overall program.

    - Uses qualitative and quantitative ways to manage and monitor in order to

      - Determine how well we are meeting requirements

      - Assess performance against the established cost, schedule, and technical goals (baselines).

  - **Performance Management**

    - Use of performance measurement data to assess the organization's progress made against the established baselines

    - Measure the effectiveness of processes and projects and validates overall program and project activities are aligned to the goals, objectives, and strategies in the 2020 Census Strategic Plan

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Purpose: Implementation of the performance measurement and management program will give:

- **Project teams** the ability to:
  - Monitor project status relative to "integrated" cost, schedule, and technical performance baselines;
  - Use the resulting information as a means to identify, analyze, and correct variances and ensure that planned outputs are produced in accordance to requirements;
  - Assess what data needs to be produced for decision-making within the team and the measures used for determining if the outcome is met; and

- **Decennial management** the ability to:
  - Adjust program strategies based on results from Research and Testing projects;
  - Improve processes and achieve operational efficiency to include cost reduction;
  - Control resources and apply them to projects that best support the 2020 Census goals, objectives and strategies; and
  - Make decisions affecting program design using quantitative and qualitative data.
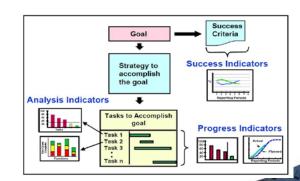
- **Oversight** (e.g. GAO, OIG) gains visibility into program activities to evaluate progress towards the organization's goals.

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Identifying Business and Technical Performance Measures:

- <u>Business Measures</u> –
  - Identify needs and measures that look at internal processes and services that align the Program Management and Systems Engineering & Integration support area's activities to the strategic goals of the organization.
    - **GOAL 4.0:** Well Managed 2020 Census Program
      - Strategy 4.1.1: Enhance the capability to monitor and control cost, schedule, and requirements
      - Strategy: 4.2.2: Improve systems engineering and integration

  -- The Dashboard Report is an evolving tool for internal use to highlight key business success, analysis, and progress indicators that will aid in communicating the health of the program. Performance that is measured and reported will hopefully in turn help to improve the program.

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Identifying Business and Technical Performance Measures:

- Technical Measures – Teams first:
    - Identify project goals: (What is it that we are expecting to achieve in alignment to the strategic goals, such as those noted below:)
        - **GOAL 1.0: A Complete and Accurate Census**
            - Strategy 1.1.2: Identify better methods to link persons to physical locations to improve geocoding.
        - **GOAL 3.0: An Efficient 2020 Census**
            - Strategy 3.1.1: Reduce the cost per housing unit by enhancing the effectiveness of census operations through new approaches and innovation, including agile decision making.

    - Consider what are the expected outputs/outcomes, based on project success criteria, that would result from the project.

    - Determine the methodology: Assess what methods will be utilized to ultimately answer the questions? Data source? What are the targets?

- Consider what should be produced for decision making and to communicate status of the work. A team's success is primarily measured by whether or not they have successfully answered the research questions.

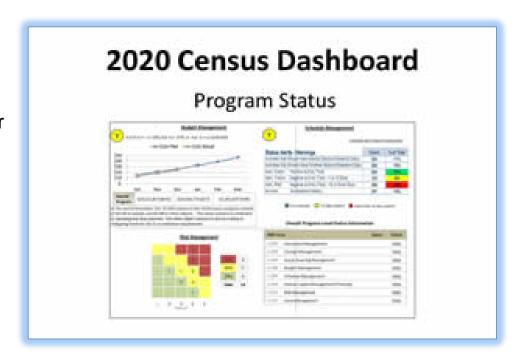# WBS 1.109 - Performance Measurement and Management

Evolution of the 2020 Dashboard

- Intended for internal use only
- Contents derived from 2010 lessons learned and input from management.
- Not "all inclusive" – key areas useful for management decision-making, e.g, business measures
- Currently a manual MS PowerPoint report
- Will be automated through Business Intelligence (BI) portion of Share Point with April 2013 completion, pending availability of resources from IT
- Sharing BI information with ACSO staff – ensures similar reporting to the AD20C.
- Demonstration available after PMR

2020 Census Dashboard

Program Status

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Challenges:

- Limited resources to implement effective performance measurement and management
  - Mitigation Plan(s) –
    - Hire staff devoted to identifying and monitoring performance measurement and management activities.
    - Train existing staff to enhance skills in the identification, collection, and tracking of metrics.

- Alignment with enterprise initiatives and tools for performance measurement and management.
  - Mitigation Plan(s) –
    - Conduct regular touch point meetings with representatives from the Office of Risk Management and Program Evaluation (ORMPE).
    - Adopt similar functionality from ORMPE's Enterprise Portfolio Management Tool (EPMT).

- Maintenance of Business Intelligence (BI) tool post implementation.
  - Mitigation Plan(s) –
    - Simplify current Business Intelligence development efforts. There maybe a need to revert back to maintaining reporting using Powerpoint.
    - Train existing staff to implement changes if technical support is unable to implement modifications in a timely manner.

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Near-term Project Focus Items:

- Continue to collaborate with Leads to identify project-level metrics for the Research and Test teams, Program Management and Systems Engineering & Integration areas. The goal is to have performance measures defined for the systems-related research projects by the 2nd Quarter of this fiscal year and then by 3rd Quarter for the remaining research projects. Project metrics identified ultimately would be highlighted within the team's Project Plans with possibly more granularity within the Study Plans.

- Complete the identification of use-cases and conduct User Acceptance Testing (UAT) of the Business Intelligence (BI) workflow tool. Target BI tool implementation date is April 2013.